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This paper is an historical summary of activities and problems involved in the national estimates process. It states the mission and organization of ONE, and outlines the process through which estimates are made—the request for an estimate, the preparation of terms of reference, and the coordination of agency material. The quality, quantity, and type of estimates produced are discussed and some of the problems involving NSC—ONE liaison and the amount of time taken for each estimate are gone into. Finally other problems involving the definition of "national" estimates, the quality of estimates, inter—office and inter—agency relationships, and the relations between ONE and its consumers are described.